

D 101.85:9/8

INSCOM *Journal*

November 1986



Foreign Language
Training Center Europe

VIEWPOINT

**"A grateful nation
remembers."**

—A Veterans Day Slogan

**"Here rests in honored glory
an American soldier known but
to God."**

**—Legend inscribed on the
Tomb of the Unknown Soldier**

**"O beautiful for heroes
proved/In liberating strife/Who
more than self their country
loved/And mercy more than
life!"**

**—Katharine Lee Bates,
from "America the Beautiful"**

**"The blessings of liberty
which our ancestors secured for
us, and which we still enjoy, are
ours only because, in each
generation, there have been
men and women willing to bear
the hardships and sacrifices of
serving in the military forces we
need to preserve our freedom."**

—Ronald Reagan

**"Let us strive to finish the
work we are in; to bind up the
nation's wounds; to care for him
who shall have borne the battle,
and for his widow, and for his
orphan."**

—Abraham Lincoln

The Cover

In downtown Munich, the massive twin towers (center) of the Frauenkirche, famous cathedral, serve as a landmark.

COMMANDER
Maj. Gen. Harry E. Soyster

DEPUTY COMMANDER
Brig. Gen. George J. Walker

**COMMAND SERGEANT
MAJOR**
CSM Sammy W. Wise

PUBLIC AFFAIRS OFFICER
Lt. Col. Richard P. Holk

EDITOR
Phoebe Russo

ART DIRECTOR
Dietra D. Watson

STAFF WRITER
Dena M. Choice

The *INSCOM Journal* (ISSN 0270-8906) is published monthly except January and August (combination issues for Jan/Feb and Jul/Aug) by the U.S. Army Intelligence and Security Command, Arlington Hall Station, Arlington, VA 22212-5000. Second class postage paid at Arlington, VA. POSTMASTER: Send address changes to the *INSCOM Journal*, U.S. Army Intelligence and Security Command, ATTN: IAPA, Arlington Hall Station, Arlington, VA 22212-5000.

The *INSCOM Journal* is the unofficial Command Information publication authorized under the provisions of AR 360-81. It is produced by photo-offset and serves as an educational, informational, and professional medium for the members of USAINSCOM and other members of the intelligence community. Circulation is 6,000 copies per issue. Unless otherwise stated, opinions expressed herein do not necessarily represent those of HQ USAINSCOM or Department of the Army. Further, unless stated, *INSCOM Journal* articles are not generally copyrighted and may be reprinted with proper credit given. Articles printed in the *INSCOM Journal* with the notation "used with permission" will not be reprinted in other publications unless permission is granted by the original source. Manuscripts and photos submitted for publication, or correspondence concerning the *INSCOM Journal* should be mailed to HQ USAINSCOM, ATTN: IAPA, *INSCOM Journal*, Arlington Hall Station, Arlington, VA 22212-5000. phone: AC 202-692-5496/5346 or Autovon 222-5496/5346.

November 1986
Volume 9, No. 8
Highlights

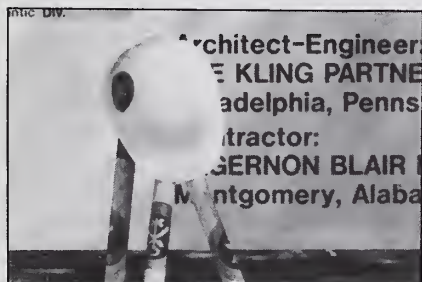


13 A Soldier is America
He is patriotic and proud. He is no ordinary Joe; he is America.



24 Holland Bids Farewell to VHFS

Col. Leland J. Holland retires after 31 years.



25 Ground Broken for INSCOM Building

Construction began on the new building at Ft. Belvoir.

INSCOM *Journal*

Features

- 4 CG's Corner
- 5 The Pearl Harbor lesson
- 6 A matter of attitude
- 7 The price of our flag
- 8 Well-trained leaders
- 10 U.S. Constitution: 200 years of freedom
- 12 Emphasis on leadership
- 13 A soldier is America
- 15 Special 'Pull-out' Section: U.S. Army Foreign Language Training Center, Europe

Departments

- 19 For Your Information
- 23 Units
- 26 Sports

Next Month

Next month the United States Army's Detachment Athens, Field Station Augsburg, is featured in the INSCOM Journal.



Values are vital

As I work with the staff and visit the command around the world, I am impressed by your sense of duty and dedication to our important missions. You all play some part in our daily mission of intelligence collection or preventing our adversaries from collecting against the U.S. Army.

Therefore, the selection of "Values" as the Army's theme for 1986 has been particularly appropriate for us.

In addition to the obligations and responsibilities of all soldiers and Army civilians, we have the special task of balancing an aggressive collection and counterintelligence program with the rights of Americans in a free society. Each of us must understand both the hard values of the soldier and the liberal values of our society, represent them both, and put the values of the soldier in service to those of society.

It's no easy task, but it is at the heart of why we chose this profession.

Our values are rooted in the fundamental precepts of our Nation; our Army; our family; and our religious, moral and ethical beliefs. These values are the bedrocks upon which we build.

In all of this, the American soldier must understand the special nature and role of the military in our free society; understand who is the servant and who is the master; and understand our law, philosophy and tradition. This understanding can only come from education, training, enlightened leader-

ship, and not least, the continued support of our society at large.

I believe that it is in the larger interests of a free society to be served by soldiers who stem from the society they serve, share its values, are broadly representative of the best that it is in us, reflect the richness of our diverse origins, and are committed to the great and common purposes of our nation.

No corps must understand these values better or will have to hold them higher than the intelligence corps. We are in many respects a microcosm of all of this. We have been given special capabilities—power if you will—which could be turned against the society we are dedicated to protect. The secret nature of our particular mission has the potential to set us apart from society, to excuse us from the scrutiny of the press, the Congress, or elected leaders, or cause us to set our own values—all justified by the sensitivity of what we do.

We must be aware of this potential conflict and ensure that we balance the need for aggressive collection and countermeasures with the rights of individuals, the principles of justice, and the fundamental values of the Nation we are sworn to protect.

That is our challenge. I know you will meet it and continue to be the best soldiers and civilians the Army has to offer.

Maj. Gen. Harry E. Soyster

The Pearl Harbor Lesson

By Donna Bolinger
American Forces Information Service

Dec. 7, 1941. Japanese dive bombers, fighters and torpedo planes launch a surprise attack on the U.S. naval base at Pearl Harbor, Hawaii. More than 2,000 U.S. military personnel die and more than 1,000 are injured. Eight battleships are damaged; of these, three are destroyed and a fourth capsizes.

Today's sophisticated communications and intelligence systems would make a surprise attack like that on Pearl Harbor impossible, according to Air Force Brig. Gen. Fred Nelson, deputy director of operational plans and capabilities for the Joint Chiefs of Staff.

But 45 years later, he said, Pearl Harbor stands as a continuing lesson in the importance of military readiness.

"In 1941, nobody wanted war, so they believed that it wouldn't happen," Nelson said. "History has shown that that wasn't so. When war did break out, America was unprepared."

After the Pearl Harbor attack, the United States spent a frantic six months training its military forces. The whole country went to work hammering out battleships, tanks and aircraft.

This long mobilization time wouldn't be possible today, Nelson said. "With today's weapon systems, we wouldn't have time to get the force structure prepared.

Nelson said this is largely because today's technology is so much more sophisticated than that used in the early 1940s.

"In 1941, military hardware was hammered out by hand. It was a labor-intensive effort that the whole country could pitch in with."

Not so today, when a great deal of military equipment is produced by—and must therefore be operated by—highly trained specialists.

"That means we need personnel already trained and equipment and hardware ready for deployment," Nelson said.

So why doesn't the United States return to simpler weapons systems that don't require long-term specialized training?

"We have to build systems to counter what the enemy has," Nelson said. "The bottom line is that we're greatly outnumbered. We just can't go today with the simplistic plans we had in 1941 and 1942."

A matter of attitude

"This assignment is one of the U.S. Army's best kept secrets." Ever hear that phrase before? For some reason, that phrase evokes the same feelings and emotions in me as a car salesman does. "Let the buyer beware," flashes brightly in my mind along with the sound of sirens.

I spoke to a young soldier who had just arrived from one of "those" assignments. He could not stop praising his former assignment. It was a small U.S. Army Depot along the West Coast of California. You won't find it on a map—I looked. There were less than 200 active duty military personnel assigned there—one big happy family!

It was just outside a small town, a laid-back sort of place. There were so many tears during his farewell party it turned into a wake. "Oh, the townpeople were nice and friendly, I'll never forget them," said the young soldier's wife. Their 7-year-old daughter adamantly refused to attend school ever again, unless she was permitted to return to her friends and her favorite teacher, who, according to the little girl, "was the bestest teacher in the whole world."

After listening to the young man, I remembered another young soldier. He also arrived from the same "little post." However, he could not say a thing in favor of his previous assignment, except for leaving. He complained he was too far away from his MILPO and the finance offices. His wife deplored the small town's general store. Their kids complained that the school was too small and didn't have a computer. They all bemoaned the fact that they had to drive too far to see a good movie or enjoy dinner out.

The point? "What one person sees as an assignment of a lifetime, another sees as something the U.S. Army should have kept secret and only use it as a punishment."

Though it may be debatable, most people who have been "in" for a while have learned that they make their assignment, wherever it is, better or worse depending on their attitude.

Editor's note: Story submitted by the 902d MI Bde.



Golden Gate Bridge, San Francisco

The price of our flag

Walter J. Kaiser

How much does our flag cost? I have always answered that question in dollars and cents but that never reflects the real price so many Americans have paid for our flag.

If we want the real answer to that question, we have to go back to the wars and bloodstained battlefields.

We could ask the soldiers. We could ask the generals, who constantly saw the ever-present death and destruction. I am sure they could tell us how much our flag cost.

We could probably find the answer in the numerous veterans' hospitals. We could ask the thousands of disabled veterans, but I don't think we would have to, for we would surely see the price they paid for our flag.

We might be able to find the answer right in our own hometown, perhaps on the street where we live. We could ask the mothers, wives and children who have lost their sons, husbands, and fathers. I am sure they would say they paid for our flag with loneliness, heartaches and tears.

Each time you see our flag waving, look at it and try to realize just what it symbolizes. The white and red stripes symbolize the purity and purpose for which our comrades shed their blood. The white stars on a field of blue symbolize the heights that pure democracy can reach.

Our flag could be made from a flimsy piece of cloth, or it could be made into a banner of the most

beautiful silk. The intrinsic value could be very small, or large. But its real value is the precious symbol we all work, live, and, perhaps, someday may die for. It is the symbol of a free nation dedicated to the principles of justice, freedom and democracy.

We must hope that the men and women now serving in the Armed Forces stationed all over the world will do everything they can to keep it that way. And forever in our hearts, let us pay tribute to those brave comrades, who paid for our flag with their lives. Editor's note: Walter J. Kaiser wrote this commentary as a member of American Legion Post 79 in New Port Richey, Fla. It was originally published by the U.S. Air Force News Service.

Well-trained leaders

By Steve Alliman,
Field Station Kunia

"A well-trained leader is someone who is molded, not made."

I heard these words when I attended the Leadership Training Course last year, and the thought seems especially important in this Year of Values. It is through lead-

ership skills, taught at leadership schools like our own Leadership Training Course, that the Army's values are taught to us.

The Army has its own set of values. Responsibility, courage, strength, honesty, loyalty, and proficiency make the better soldier and the good leader. Well-trained leaders pass these values on to subordinates, who later pass on the same convictions to

their subordinates.

Why are values important to the Army? Because values make up the basic foundations for everything we do. Values govern our attitudes and that affects our behavior as soldiers. And if my life is going to depend on my fellow soldier someday on a battlefield, I want to know that he or she holds the values of freedom and liberty as dearly as I do.



SFC William Small of Headquarters Company explains drill and ceremony procedures to Leadership Training Course students 06-86.



Leadership Training Course students at Field Station Kunia sound off during drill and ceremony. (Photos, this page, by SSgt. Vicki Ohmacht)



U.S. Constitution: 200 Years of Freedom

By Evelyn D. Harris

American Forces Information Service

The Annapolis Convention was called as a result of an earlier conference hosted by George Washington on development of the Potomac Valley and commercial problems. Delegates from only five states showed up at Annapolis on time. Deciding that the commercial problems could not be resolved without forming a better union between the states, the delegates resolved to ask all states to attend a convention in Philadelphia in May 1787. The Philadelphia convention would address all issues necessary "to render the constitution of the federal government adequate to the exigencies of the Union."

Sept. 17, 1987, marked the 200th anniversary of the signing of that constitution. A presidential Commission on the Bicentennial of the U.S. Constitution, chaired by former Chief Justice Warren E. Burger, has been established to guide and encourage national and grass-roots efforts to commemorate the Constitution's bicentennial. Burger said, "We can best honor our Constitution by giving ourselves a civics and history lesson on its origin and meaning."

Giving a civics and history lesson on the Constitution is a large part of the plans that the Department of Defense—with the U.S. Army as executive agent—has for commemorating the bicentennial.

Plans for the Constitution's bicentennial involve fun and specta-

cle—tall ships and fireworks, performances by the Army's exhibition parachute team, the Golden Knights, the Navy's Blue Angels and the Air Force's Thunderbirds. But more education is planned for this bicentennial than for the one in 1976 commemorating the Declaration of Independence.

Commission members believe that only by understanding our Constitution can we prevent it from becoming a thing of the past. Recent studies show, for example, that three-fourths of American adults did not know the subject of the First Amendment.

The history and civics lessons began long before September 1987. The Army had already produced many videotapes and brochures on the 23 soldier-statesmen, all Revolutionary War veterans who signed the Constitution. These products are being distributed throughout DoD. Also planned are a bicentennial touring exhibit, special displays in Army museums, lectures in senior service schools, a bicentennial record album to be produced by the U.S. Army Field Band and a number of other projects.

Other important dates to be observed during the three-year bicentennial period are:

☐ *May 25, 1987.* Two hundredth anniversary of the opening of the Constitutional Convention. Phi-

Philadelphia plans a gala weekend preceding the bicentennial of the convention opening, including a concert by the U.S. Army Band and special ceremonies on the Independence Hall grounds.

☐ *Sept. 17, 1987.* Two hundredth anniversary of the formal signing of the Constitution and the adjournment of the Constitutional Convention.

Sept. 17 has traditionally been celebrated as "Constitution Day." The commission is supporting the creation of a one-time national holiday on this date and considers it the appropriate time for the main national observance of the bicentennial.

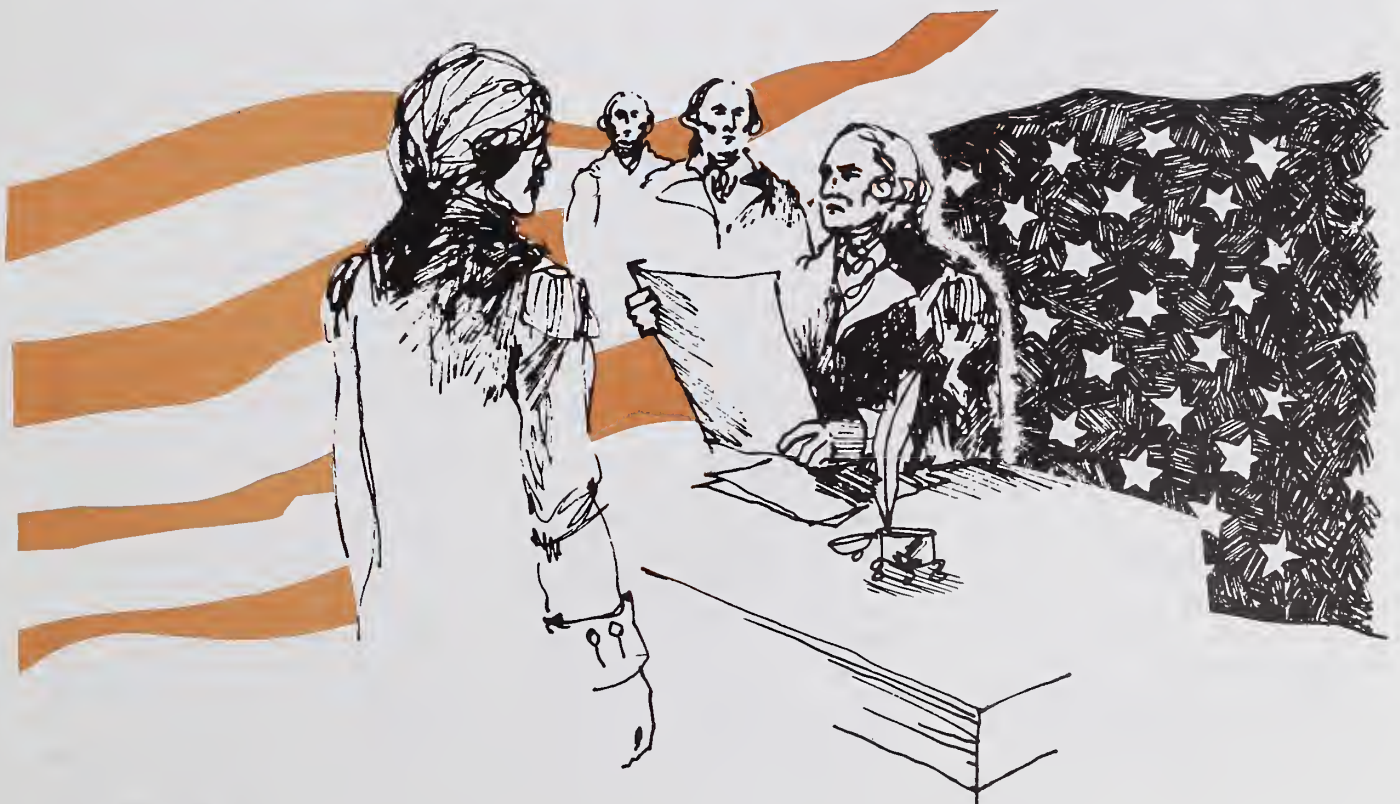
☐ *June 21, 1988.* Two-hundredth anniversary of the ratification of the Constitution. On June 21, 1788, New Hampshire became the ninth state to ratify the Constitu-

tion, nine states being the number needed to bring the Constitution into effect.

☐ *March 4, 1989.* Two-hundredth anniversary of the day the First Congress under the Constitution met in New York City.

☐ *April 30, 1989.* Two-hundredth anniversary of the inauguration of George Washington as first president of the United States under the Constitution. Robert R. Livingston, chancellor of the State of New York and a Revolutionary War veteran, administered the oath of office on the balcony of Federal Hall in New York City.

☐ *Sept. 24, 1989.* Two-hundredth anniversary of the Federal Judiciary Act of 1789, which established the Supreme Court of the United States, 13 district courts, three circuit courts and the office of the attorney general.



Emphasis on leadership

By SSgt. Vicki Ohmacht

"The emphasis is now on leadership" for the recently revised Field Station Kunia Leadership Training Course (LTC), according to the program coordinator.

"We're getting away from the NCODP (Non-Commissioned Officer Development Program) type courses and focusing on leadership training. The program is now targeted primarily to the first-line supervisor, the person who deals directly with the 'worker bees,'" SSgt. Lawrence Gazarek, LTC coordinator, said. "We're teaching people how to deal with subordinates as supervisors—how to go about getting your point across and how to read people's reactions."

New changes

The changes took effect in June with Class 06-86. The 90-hour course now includes classes in stress management and station organization, as well as offering instruction in conducting military training. Counseling and drill and ceremony classes were also expanded.

Learning by doing

"At least 50 percent of the classes are now 'hands on,' where the students learn by doing. Each class builds on the next—the students go through the 'Psychology of Winning' tapes, then move on

to stress management and then counseling," Gazarek said.

The average LTC class has 18 people from the Army and Navy, according to Gazarek. Navy personnel are included because the training is no longer Army-based oriented, he added.

Training change

"We have moved away from Army-based training to leadership training that applies to everyone. We teach them how to survive in the service, and if they are getting out of the service, how to survive on the outside as far as leadership is concerned," Gazarek said. "Some of the training we offer was developed outside the military in the civilian world.

"We're primarily teaching people how to cope in a supervisory position. It doesn't matter where they're working at—the Army, Air Force, Navy, Marines, or even in the sanitation department in Honolulu," Gazarek said.

Fitness training

Training in "total fitness" is conducted in the recreation area to teach students the latest guidance on new Physical Training exercises. The PT session also gives the class an opportunity to conduct the formation.

"Sooner or later, our soldiers are going to be in front of a PT

formation and we want them to know what to do," Gazarek said. "We also teach them different exercises to use in different situations."

Originally NCODP

The Leadership Training Course was first known here as NCODP (Non-commissioned officer Development Course). The original NCODP was patterned after another field station's program. "NCODP was fine when the field station's strength was smaller," said Gazarek, "but the unit's expanding strength has now forced the NCODP to the company and support detachment level.

Not a bad program

"We're not saying the old program was a bad program, but a class of 18 people is not the way to teach the field station population about military uniforms and Equal Opportunity programs," Gazarek explained. "Kunia's Leadership Training Course is the only course of its kind in the Intelligence and Security Command," he added.

The emphasis on leadership produces a better graduate, according to one recent LTC student.

"I learned what being a leader

really is, and I learned a lot about myself and how to change to become a more effective leader," SP4 Shirley Riles of the Support Detachment said. "I learned how to recognize stress and how to control it, and I also learned how to talk to people."

Riles plans to attend the Primary Leadership Development Course at Schofield Barracks this fall, and says Kunia's LTC has

helped better prepare her for the more advanced course.

"I will be going into PLDC with a little more knowledge about what a leader is all about, and I know now how to counsel someone," she said. "I think everyone in the field station should take LTC, especially the NCOs."

One LTC instructor agrees with Riles. "I believe LTC is the reason we have so many graduates do so

well at PLDC," SFC William Small of Headquarters Company said. Small teaches drill and ceremony, and says there is "a lot of satisfaction in training the troops."

"That's the reason I became an instructor," Small added. "I feel strongly about NCOs getting the right training at the right time in their careers, and I think LTC is a good feeder program for PLDC."



In support of the Army's 1986 theme, Values, the following commentary pays tribute to the oft-overlooked soldier serving throughout the world with quiet dedication. He exemplifies the values envisioned by America's founding fathers; in essence, he is America.

A soldier is America

It doesn't take a lot to figure out that a soldier is a cut above your ordinary Joe. For in no other job can you get out of bed, put on a uniform and walk outside with a feeling of pride that echoes for all to hear. Some might think they're crazy, but ask any retired soldier what he misses most about active duty and he'll tell you he misses the pride he felt and the respect he enjoyed when he wore his country's uniform.

But being a soldier is more than wearing a uniform. A soldier is one who will fight to keep his loved ones free. He cares for those who have fought and fallen before him.

A soldier has order and discipline. He has moral character.

A soldier will sacrifice the security of a hometown job, Mom and Dad, and Aunt Millie living down the road, for a crummy hotel room in Italy—while his wife and

two kids wait for on-post housing.

Sometimes the soldier can be found cold, wet and miserable in the snow and mud of Grafenwoehr, Germany. Staying warm is a battle, especially when all he has is heat tabs in a C-ration can.

A soldier is a cook preparing the morning meal for 15,000 hungry and complaining troops. A soldier is a young private whose



day begins at 0430 hours and ends at 1700 hours—if he's lucky. He is a young platoon leader, wide-eyed and eager to show the world what he can do. He is a veteran officer or noncommissioned officer who manages and

supervises and, above all, leads by example.

A soldier is one who gets a lump in his throat when "Old Glory" passes by. He sometimes cries at the playing of the National Anthem while standing at

attention in a lonely, foreign land.

A soldier has a wife who can juggle two checking accounts, arrange 10,000 pounds of furniture, put up with weird-shaped windows and floors, and survives buying groceries at the commissary on pay day. He has kids who speak half English and half of the language from their last overseas assignment. They can also speak Army jargon fluently—words such as MOS, TDY, ARTEP and PCS are spoken with ease.

A soldier serves with pride, from the enlistee just out of basic training, to the combat veteran who knows what it's like to see death take his friends one-by-one, never knowing if he'll be next.

A soldier is America. He's from the streets of New York City, from the sandy beaches of San Diego, from the bayou of New Orleans and from the mountains of Tennessee.

He is the black soldier who finally has an equal share. He is the poor soldier who now enjoys three meals a day, shoes on his feet and clothing that only he has worn. He is the rich soldier who is now part of a team and must finally pull his share of the load.

Somewhere deep down inside, beneath his camouflaged BDUs, dog tags and sometimes gruff manner, a soldier knows he's special. For his is a duty like no other, a confidence like no other.

He is a soldier. He is no ordinary Joe.

Editor's note: This commentary was written by Maj. Donald Gilmore, and initially appeared in TROPIC LIGHTNING NEWS, 25th Infantry Division, Schofield Barracks, Hawaii.



Foreign Language Training Center Europe



U.S. Army Foreign Language Training Center, Europe

**language proficiency in speaking,
listening, reading and writing**

By Maj. John Grunden

All soldiers have the responsibility to remain qualified in their MOS-specific tasks and in the Common Soldier Skills. However, for a substantial number of soldiers, an additional skill is required in order for them to do their jobs—a foreign language. This group includes the military intelligence linguist—the soldier who requires proficiency in a foreign language to perform MOS-specific tasks.

Maintaining language proficiency in the skills of speaking, listening, reading and writing is not an easy job, as any linguist will quickly confirm. Although there are quite a few opportunities for language maintenance and refresher training such as in-unit programs, non-resident programs, intermediate and advanced training at the Defense Language Institute and college courses to name just a few, the very nature of service life seems to conspire to make it difficult for the soldier linguist to maintain or enhance language proficiency.

In Europe, the United States Army Intelligence and Security Command has established an organization to accept the challenge of language skill remediation and improvement. The United States Army Foreign Language Training Center, Europe (USAFLTCE), was envisioned more than 20 years ago and was a dream kept alive by senior NCO's and warrant officers charged with the training management of large numbers of linguists in Europe. None of those "Old Timers" would dispute that the tireless efforts of one individual, CWO 3 David Kralik, led directly to the creation of USAFLTCE in October 1982. Kralik is now assigned to DLI/FLC having just completed three years at USAFLTCE as an instructor and the assistant director of instruction.

USAFLTCE provides language refresher, maintenance and enhancement training in Russian, German and Czechoslovakian to military linguists in Europe. A comprehensive joint INSCOM/USAREUR survey of military linguist needs in Europe in 1981 proved the need for such a facility. The school has provided excellent training to over 1,000 students since its doors opened four years ago.

Foreign Language Training Center Europe



Begun in a borrowed classroom on McGraw Kaserne in Munich, Germany, USAFLTCE could initially accommodate only small classes. Despite the Spartan facilities, soldiers were provided six weeks of training in Russian grammar and a practical application of that grammar in the functional areas of speaking, listening, reading and writing.

Thanks to the untiring efforts of the personnel involved, the much-needed USAREUR-funded renovation was completed on schedule, and in July 1984, USAFLTCE occupied expanded training and administrative facilities that allowed it to begin training substantially larger numbers of students in Russian, German and Czech.

Courses conducted

Today, this INSCOM-run language refresher center conducts five 6-week courses per year in each of these languages and can accommodate classes of over 40 students in Russian and German, and 15 in Czech. The classes are conducted in modern facilities with language labs and audio-visual equipment augmenting the teacher-led classroom review of the language.

As important as the establishment of this type of refresher training is, it would not be effective without a training philosophy that addresses the soldiers' needs. USAFLTCE has such a philosophy, referred to as proficiency training, which uses the foundation (grammar) upon which a language is built, but targets improvements in the functional skills (speaking, listening, reading, and writing) which allow the linguist to use the language productively.

Proficiency training is the most current wave in the multitude of approaches on how to train in a foreign language and was initially introduced to USAFLTCE by Dr. Maurice Funke during his development of the German Department's Program of Instruction. Convinced of the effectiveness and soundness of this approach, the Russian and Czech language departments, under Dr. James Nelson and Mr. Joe Moravec, respectively, adopted a similar proficiency testing/teaching approach. With the training of all faculty members in that methodology in late 1984, proficiency teaching and testing became reality in all courses by January 1985.

Program core

The core of the program, which every student receives, is a daily exposure to the grammar-enabling skills followed by group (or individual) practice in applying those skills to the practical use of the language. Every student spends three hours per day with a native speaker putting into practice these techniques and building vocabulary on a wide variety of cultural and everyday topics. That time is preceded by three to four hours of listening, reading, and some writing practice with an instructor fluent in English and the foreign language who guides the development of the group's proficiency in these three language skills.

Because the proficiency level of students attending the courses varies greatly (the normal range of incoming students in any one skill will be from 0+ to 2+ on the Interagency Language Roundtable language skill level scale), care is taken to tailor instruction to each student's level to insure maximum progress over the 6-week course, and to assure commanders that they are receiving a high return for the training dollars invested. Every course is tailored in a number of ways. Initial testing establishes placement of students into grammar and conversation classes with students of similar abilities. Throughout the course, adjustments are made to these groupings, and special needs of individual students are recognized and addressed with extra training sessions or individualized homework. Tailoring is even addressed in their billeting. In most cases, students will be billeted with other students studying the same language so practice with the language can continue after class is dismissed.



Skill proficiency

The improvement in skill proficiency experienced by the soldiers who have attended the USAFLTCE program is significant, although until recently very difficult to quantify in terms understood by the non-linguist. Using the Interagency Language Roundtable Language Skill Level Standards of rating skill proficiency from 0 (no ability) to 5 (well educated native), graduates of the USAFLTCE program attain at least a half-level higher proficiency in most skills after six weeks of refresher training. The greater majority will improve in at least two skills. Full-level improvements in a skill are commonplace with some students achieving one-and-a-half or even 2-level improvement.

Graduate skills

Through the USAFLTCE Program, soldiers in Europe are returning to their units more proficient and more confident in their language abilities, and, therefore, more proficient at performing their MOS duties. Soldier graduates of USAFLTCE, and their commanders, have consistently commented on the increased productivity and increased mission effectiveness they experience after completion of the refresher program. Those comments are really what proves that the idea to establish an in-theater, resident, language refresher program was, and is, a needed step toward improving the ability of linguists to maintain and improve their language skills.

USAFLTCE, and the joint MACOM efforts that brought it into being, are joined with the soldier/linguist in maintaining the linguistic readiness of the European Theater.

Ability to function

Another key ingredient to the approach to language refresher training used at USAFLTCE is encouragement. Knowing a lot about the technical aspects of a language does not make one productive in the use of the language. Therefore, students are placed in a variety of role-playing situations in class and information-gathering situations on the local economy which require them to prove to themselves that they can understand a native, be understood by a native and, in general, function in the language. For the less-experienced linguists, overcoming the fear of producing with the language is a key to growth in all skills. For the more experienced linguist, who may be very comfortable at a certain level of production, realizing that he can produce on a higher plateau of the language is key to his growth as well. By providing students these positive experiences in using the foreign language, they prove to themselves that they can function. This encouragement may continue to spark growth even after they have returned to their home units.

Something's following you— your credit history

by Jacalyn W. Houston
American Forces Information Service

You have to have credit before you can get credit. If you were turned down the first time you applied for a loan because you lacked a sufficient credit history, you're familiar with this "catch-22" of the money business.

Credit can be an asset in using your money effectively and can even save you money if it's used properly. However, this convenience will cost you a finance charge, and you risk getting a bad credit rating if you abuse it.

Chances are that you won't know the status of your credit rating until you're ready to make a major purchase, such as a car or house.

Your status as a good "credit risk" will be a major factor in convincing a financial institution to assist you with your purchase. Since the lender is taking a risk, you'll be required to fill out a loan application that will be used to evaluate your ability to repay the loan.

It's wise to consider carefully the reliability of the lender as well, and the terms and cost of the loan.

Lenders use a numerical system when evaluating these applications and apply points to factors they consider in rating you—such as length of employment in same position, potential to increase future earnings, length at residence, statements from character references and other signs of stability.

Based on their findings, they will rank you in a category specifying that you have either no credit, bad credit, good credit or something in between.

If you have no credit, you might establish some by opening an account with a local department store. This type of charge account is known as non-installment debt. The balance will be due in 30 days, and if you do not pay the entire amount at that time, you may pay a minimum amount along with a finance charge and carry over the remainder of the balance to the next month.

Your finance charge will be based on one of three different computing methods: the previous balance method; the average balance method; or the adjusted balance method. Different department stores use different methods. The one to avoid if possible is the previous balance method because it is the most costly.

Charge accounts do not require a down payment on the merchandise. You do not sign a formal contract, and, unlike the case with many loans, the goods can not be resposessed if you fail to pay for them.

However, if you don't pay for your purchases, you are classified as a bad credit risk, and that label will cause you trouble for a long time.

The moment you obtained your first form of credit, whether a department store charge account, a bank credit card or loan, a credit file is started on you at the local credit bureau. The file indicates how you pay your bills—whether you pay on time, or past due 30–59 days, 60–89 days, or 90 days or more. If you default, which means you did not pay at all, this is recorded as well.

In addition to your local credit record, a nationwide computer system that is updated monthly stores the details firms need before granting you additional credit, employment or insurance. That means that if you abuse the credit you already have, that information will be available to potential creditors for the next seven years—or 14 years if you file for bankruptcy.

Good credit is important, not only so you can avoid the unpleasant consequences of having bad credit, but because it will help you to acquire the material things you need when you don't have the necessary cash. Most of all, your credit rating is a personal reflection of you, and how you manage money.

A few practices that will help keep your credit rating good: make all payments when due; avoid unlicensed or otherwise unreliable lenders; and never borrow unless you are sure of your ability to repay the loan.

DOD encouraging retirees to become educators

By Sgt. Maj. Rudi Williams, USA
American Forces Information Service

"Would General George Patton have made a good elementary school principal?"

This is a rhetorical question asked by a national educator when Secretary of Education William J. Bennett first proposed bringing retired military personnel into the nation's school systems.

"The truth is, there are many superintendents and school boards who have considered such a question and have hired military retirees," Bennett said recently, when he and Secretary of Defense Caspar W. Weinberger signed an agreement to encourage retired officers and enlisted personnel to seek second careers as educators.

"Many retirees are well versed in precisely the subject areas in which there tend to be teacher shortages—science, math and foreign languages," said Bennett. "If they will consider turning some of their experiences and knowledge to teaching and administration, it would be a good thing for our schools, our children and our nation. . . ."

Weinberger noted that in 1985, about 98 percent of retiring officers had bachelor's degrees, 63 percent had master's degrees, and 4 percent had PhDs.

"In 1985, 40 percent of the retiring enlisted population had had some college or completed an associate or baccalaureate degree," Weinberger said.

According to fiscal 1985 DoD statistics, 40,060 active duty enlisted persons have bachelor's degrees, 2,415 have advanced degrees, and 279,948 have between one and four years of college credit but no degree.

"Each year, about 8,000 officers and 22,000 enlisted people retire," said Weinberger. "Among these 30,000 individuals—many of whom have valuable technical backgrounds—there may be high interest in a second career in education. Retired military men and women have had many years teaching, administering, training and leading large numbers of young people."

"We need real leaders who can organize and motivate others," Bennett emphasized. "Many military retirees are such leaders. They are needed in our schools—as counselors, assistant principals and principals."

Many potential teachers are often turned away because they "lack paper credentials." Bennett said retirees may encounter the same "bureaucratic obstacles."

"This ought to be changed," he emphasized. "We need to open the doors of our schools to qualified applicants from all fields . . . if they have the knowledge, skills and character necessary to teach or administer. We ought to do away with excessive paper requirements."

Bennett said military retirees do well as teachers and administrators "because they have spent so much time training young men and women in the services and partly because, as one administrator put it, they are 'outcome oriented.'"



What the Constitution means to you

It establishes for you a stable and responsible government.

It makes you a citizen of the United States, if native born.

It gives you citizenship, if foreign born, on complying with liberal naturalization laws.

It allows you a voice in the government through the officials whom you help to elect.

It guarantees you life, liberty and the pursuit of happiness.

It defends your rights even against the government itself.

It makes you equal with all men before the law.

It confirms your religious freedom, and liberty of conscience.

It accords you free, lawful speech.

It guarantees you together with all people the right of peaceable assembly.

It permits you to petition the government to right your wrongs.

It guards your property rights.

It prohibits the government from taking your property without due process of law.

It lets you hold any office in the nation for which you are qualified.

It enables you to become a citizen of any state.

It prevents you from being held to answer to a complaint unless you have been lawfully accused.

It insures your right of trial by jury of your fellow men.

It grants you the right of habeas corpus, that is, the right to know why you are held a prisoner.

It assures you a speedy trial.

It permits your having counsel for defense.

It prevents your being tried again if once acquitted.

It permits you to have a trial in the state and district in which you may be charged with an offense against the laws.

It lends you the power of government to compel witnesses to appear in your behalf.

It relieves you from compulsion to testify against yourself.

It forbids excessive bail.

It forbids excessive fines or cruel punishment.

It protects you from slavery in any form.

It keeps any state from depriving you of your constitutional rights.

It sanctions your bearing arms for the protection of your life and home.

It secures your home from search except by lawful warrant.

It guarantees you that the legal obligation of contracts shall not be impaired.

It permits you to participate in amendment of the Constitution from time to time.

—*The National Republic.*

Highway deaths cut in half

Highway deaths have been cut in half in the 20 years since Congress adopted federal auto safety legislation, according to a study released by the Insurance Institute for Highway Safety.

When President Lyndon B. Johnson signed the Motor Vehicle Safety and Highway Safety acts in 1966, he commented that the Vietnam conflict had claimed 29 American lives during that year's Labor Day weekend, while the nation's highways had taken 614.

In 1966, more than 53,000 people died on the highways—a rate of 5.72 deaths per 100 million vehicle-miles traveled. In 1985, 43,555 people died on the highway. Since the number of drivers and miles traveled has increased, the rate of deaths per million miles traveled has dropped more dramatically than is apparent from numbers alone—2.47 deaths per million miles in 1985, a 57 percent decline since 1966.

Had the death rate continued at the 1966 level, there would have been more than 100,000 deaths last year.

What are some of the laws and standards that have saved so many lives?

Seat belts, child seating systems and lowered speed limits have played important roles. For example, highway deaths dropped 16 percent the first year the 55 mile per hour limit was instituted, which the National Research Council estimates now saves 2,000 to 4,000 lives a year.

But there are other factors. Among them:

- Highways themselves are safer. Unsafe curves on roads that receive federal funds must be widened and banked, if possible, and substandard guardrails replaced. Crash cushions—such as cans filled with sand—are a common sight on highways and are believed to have saved a lot of lives.

- Motorcycle helmet laws have saved lives and reduced the severity of injuries.

- Some \$200 million has been spent on experimental safety vehicles, helping to develop prototype cars that perform better in crashes.

- Stricter federal safety standards resulted in numerous design changes, such as padded dashboards, head restraints, windshield defoggers and safety glass which make vehicles safer.

- Anti-drunk driving education campaigns and stepped-up enforcement of drunk driving laws—including aggressive efforts throughout the Department of Defense—have reduced alcohol-related accidents.





A drum major of the Old Guard Fife and Drum Corps holds the espontoons in his right hand. The left hand is ready to salute when the need arises. Two members of the U.S. Army, both drum majors in the Fife and Drum Corps, are permitted to salute using the left hand. (Picture submitted by Vint Hill Farms Station; information supplied, and use of photo granted, by the Public Affairs Office of the Old Guard.)

VHFS's day of fun

By Wanda Gowan

"Off and running" was an expression well-fitted for the official beginning of the 10th Annual INSCOM Picnic held recently at Vint Hill Farms Station. It was a day filled with excitement and camaraderie.

Runners of all ages gave it their best in the early morning hours on the post antenna field in the 5K/10K runs. Evading the desire to sleep in, 35 runners braved the

rolling hills of the course. SP4 Terry Kroenung led the group to the finish line with a 10K running time of 38.06.

The itinerary for the day held a variety of activities and the participants trickled in, crowding the grounds and giving the Farm a carnival atmosphere.

Throughout the day competitive players heated the softball field and battled it through seven

games to determine one final winner. Vint Hill took the trophies in both the male and female competition.

A parachute jump from a Huey UH-1 helicopter was made by Col. Leland J. Holland, post commander, CSM Clarence Hopson, post sergeant major and MSgt. Laurence Williams, 3rd Ranger Company, Fort Benning, Ga. From high in the sky, Military Freefall Jumpers glided in from a UH-60 Black Hawk helicopter.

With an air of distinction, the U.S. Army Fife and Drum Corps, Fort Myer, Va., captured the crowd's attention while the food and beverage booths opened. Bringing back memories of years gone by but still fresh in mind, Civil War Reenactors took the show as sleek antique autos were displayed and foreign Army equipment was shown off. Air traffic picked up again when remote controlled aircraft zipped, zoomed, dipped and returned for perfect landings.

As approximately 1500 people paraded about the "Farm", the U.S. Army Jazz Blues Band, Fort Myer, serenaded them with popular tunes. "Atlantis" from Fairfax, Va., pumped the beat with jumping tunes that had young and old on the dance floor under the big top.

Rawhide and Riffles of Manassas, Va., changed the pace with festive costumes and breathtaking square dancing and clogging.

As the day drew to an end and the pace slowed, picnic goers indulged in a feast of Mongolian Barbecue at the Officers' Club. Those with extra energy to burn enjoyed 50s and 60s music at the NCO Club.

The dust settled on the softball field, the flag was lowered, and the picnic of the year became history. The rains that had held off all day came down with tremendous force sending everyone in different directions.



Holland bids farewell to VHFS

By SP4 Wanda Gowan



COL. LELAND J. HOLLAND (U.S. Army)
Photo by SP4 Tammy Howell

On Oct. 22, 1986, another page of history was written as Col. Leland J. Holland, outgoing post commander, tossed in the towel during a Retirement and Change of Command Ceremony at Vint Hill Farms Station. Taking over the "responsibility" of the "Farm" is incoming commander Col. Francis X. Tomev.

The ceremony took place under bright sunny skies on the post parade field with approximately 600 people in attendance. There were attendees from the Commander's Conference, Arlington, Va., previous post commanders, many retired generals, all six of Col. and Mrs. Holland's children and many friends and associates. Among the distinguished visitors were Lt. Gen. (R) Tighe, former assistant chief of staff of intelligence, and Ambassador Laingen, ambassador to Iran during the crisis.

Performing in the ceremony were the United States Army Band (Pershing's Own), the United States Army Drill Team, 3rd U.S. Infantry (The Old Guard) and the Fife and Drum Corps, 3rd U.S. Infantry (The Old Guard).

The ceremony was hosted by

Maj. Gen. Harry E. Soyster, commanding general, U.S. Army Intelligence and Security Command, and narrated by Capt. Craig A. Feldick, chief, Officer Personnel Branch, INSCOM.

The company formations were from Headquarters Company, USAG, VHFS, Headquarters and Security Company, USAG, Arlington Hall Station, Headquarters Company, USAEMRA, VHFS, 166th Military Intelligence Company, VHFS, Task Force Delta 201st Military Intelligence Battalion, VHFS, and Information System Command Detachment, VHFS.

During his farewell speech Col. Holland reflected on his career in the U.S. Army and praised those who had an impact on his life. He expressed his gratitude to all who had influenced him from the time of his enlistment to the present.

Col. Holland had contributed 31 years of service to the U.S. Army and he feels that it was time well spent. Although the time he spent as an Iranian hostage was devastating and unforgettable, Col. Holland said he doesn't hate anyone and would like to visit Iran one

day under different circumstances. He was in Iran from July 1978 to January 20, 1981.

Col. Holland's many tours included overseas assignments in Germany, Italy and Iran. His military awards include the Distinguished Service Medal, Legion of Merit, Bronze Star Medal, Defense Meritorious Service Medal, 1st Oak Leaf Cluster (OLC), Meritorious Service Medal, Air Medal with "V" device for valor (third award), Army Commendation Medal, 2nd OLC, the Humanitarian Service Medal, and many decorations from the Republic of Vietnam.

He also has been awarded the Combat Infantryman's Badge, Master Parachutist's Wings, the Department of the Army General Staff Identification Badge, the Meritorious Unit Citation, and the German Army Parachutist Wings.

This article was previously published in *The Vanguard*, Vint Hill Farms Station, October 24, 1986.

Ground broken for INSCOM building

By Dena Choice

October was a busy one for INSCOM. Not only did they celebrate their ninth birthday, but they also broke ground for a new headquarters building at Fort Belvoir, Va. "This is the final step in bringing together the concept of a multi-disciplined command," said Maj. Gen. Harry E. Soyster, INSCOM commander.

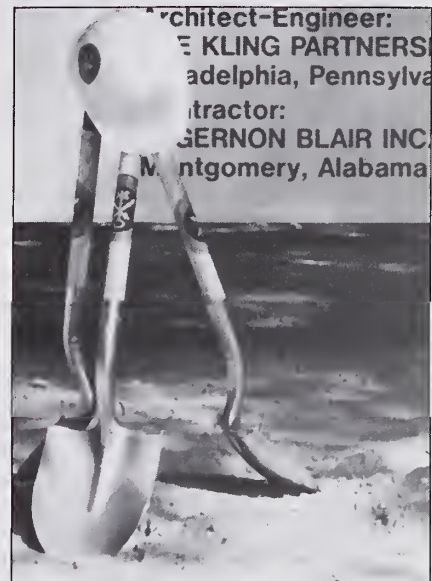
Over 200 people attended the Oct. 9 ground-breaking ceremony. The Honorable John W. Shannon, Assistant Secretary of the Army for Installations and Logistics, Col. Martin W. Walsh, Jr., district engineer, U.S. Army Engineers, Baltimore District, Corps of Engineers, and Mr. J. Ronald Blount, senior Vice President for

Operations, Algernon-Blair Inc. were among the guests.

Construction on the new facility began early last month by Algernon Blair Contractors of Montgomery, Ala. The 230,000 square-foot building will be equipped with office space, a cafeteria, locker and shower rooms, and conference and special purpose rooms.

Headquarters employees are expected to start occupying the new building around April 1989.

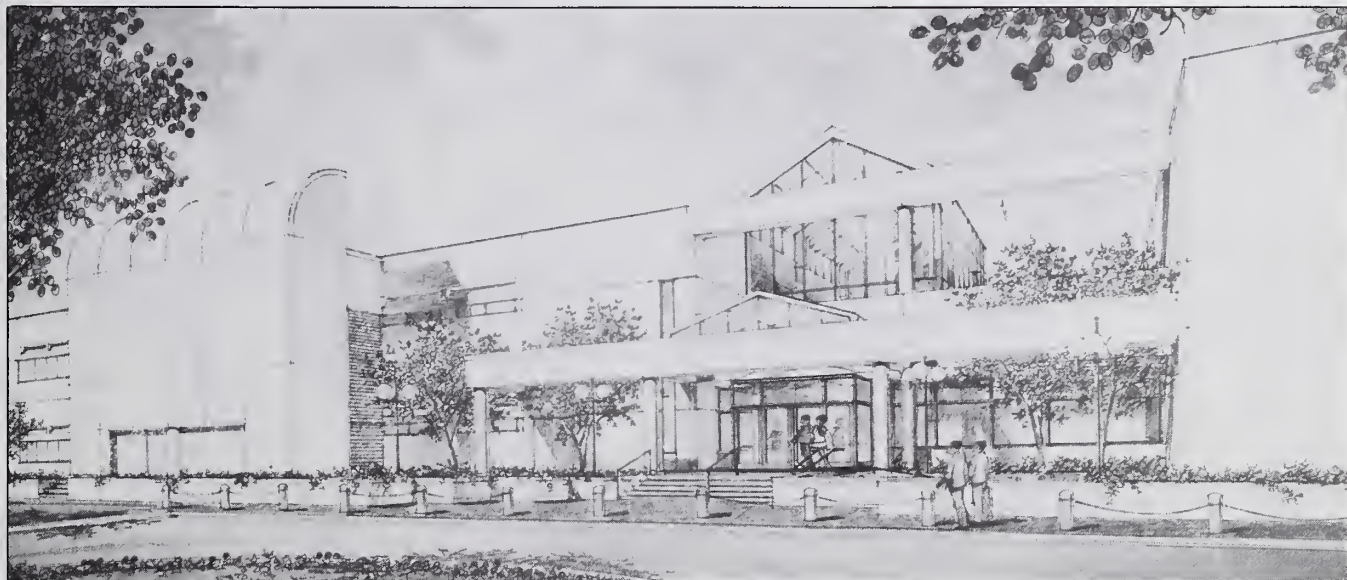
According to Gen. Soyster, Fort Belvoir was chosen as the new site because it represents a great place to improve working conditions, and is near the home of George Washington, who was



HARDHAT AND SHOVELS (U.S. Army photo by Sgt. Charles Doherty)

one of the first advocates of Army intelligence. "We are returning to home ground," he said.

The hour-long ceremony was concluded with a benediction by Chaplain (Col.) Henry Ackerman. A reception followed.



Wilderness Marathon requires stiff brush

By Charlie Bates, MANTECH, Field Station Kunia

The Kilauea Volcano Wilderness Marathon is probably the only run in the world that starts off with a brushing of the soles of your running shoes with a stiff brush. The National Park Service is very protective of the fragile, natural habitat within the Kilauea volcano wilderness area. They don't want to take the chance that someone will track in some stray weeds on their running shoes.

The marathon is billed as the "World's Toughest Measured Marathon Run." The 26.2 mile course conducted on the "Big Island" of Hawaii attracted more than 100 people to this year's run.

The marathon starts in front of the park's Visitors' Center. The course stays on the road for about half a mile. Once past the Kilauea Military Rest Camp, the course changes to a well-maintained trail past steam vents on the edge of Kilauea Crater. The course remains on trails to about the 17-mile point and then back on a trail between the 20- and 25-mile points.

At the Volcano Scientific Headquarters, the course crosses the Crater Rim Road to begin a less-maintained trail. At about the seven-mile point, the maintained trail ceases to exist and the runner

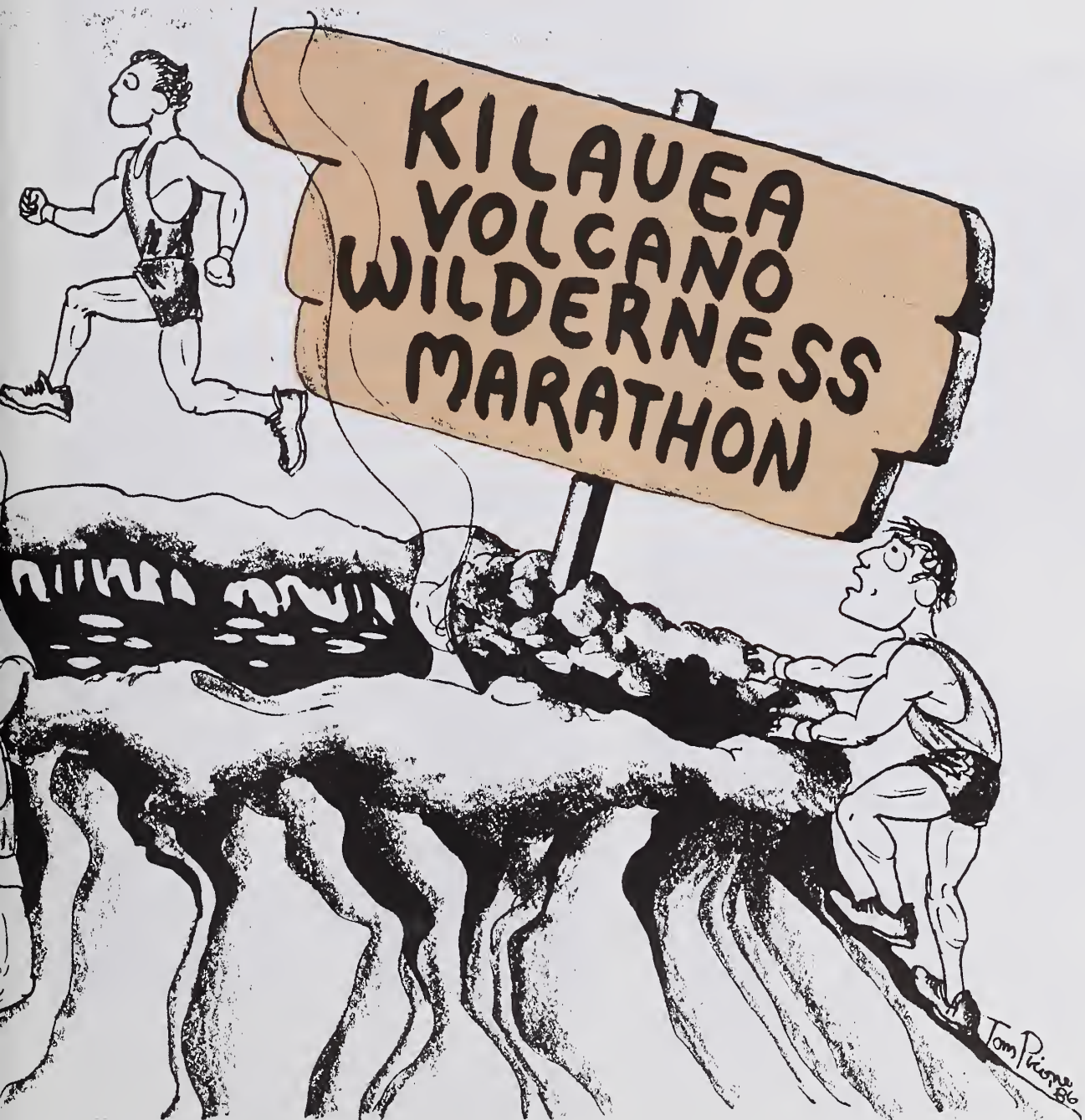
must pick his way through lava flows using only piles of stone markers as a guide. The two aid stations in this area are manned by people who come out on horseback the night before and spend the night on the lava. If you can't make it at this point, they will bring you back in by horseback.

After about 10 miles of carefully picking each foot strike on the extremely uneven lava flows, one arrives on a fire road. This is welcome footing even though it is slightly uphill for three miles. The course now leads back to the Crater Rim Road for about a mile of nice, level, and paved road running.

The good road conditions abruptly end at the beginning of five miles of steep uphill on the "Escape Road." This road would be used by park vehicles to escape an eruption. The road is covered with gravel about the size of tennis balls and the footing is very bad for tired feet.

Finally, at the Thurston Lava Tube, at about the 25-mile point, the course comes back onto the well-paved Crater Rim Road, but is still mostly uphill to the finish line—a welcome sight after 26.2 miles of volcano running.





All photos on these two pages are by SSgt. Vicki Ohmacht.

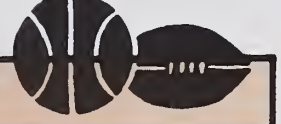


Charlie Company's Mike Duckworth (L) sets the ball under the supervision of teammate Rick Paige. Line judge John Dimery stands in the background.

(Right) Leonard Davis (L) hits the ball in the direction of the net while opponent Mike Duckworth waits for the return.



It appears that Peter Muth of Delta Company is going for a dunk, but he was actually attempting the pike in the recent championship. On the other side of the net are Charlie Company's Reggie Cook (L), Mike Duckworth (opposing Muth), and Michael Merritt (R).



(Far left) Referee Tausoa Lavatai makes a call during the recent volleyball championship series. John Dimery performed duties as storekeeper and Harold Murphy acted as line referee.

(Left) Reggie Cook of Charlie Company takes to the air to block the efforts of his opponent.

Delta 'dogs' Charlie to win volleyball crown

By SSgt. Vicki Ohmacht

A determined Delta Company volleyball team came from behind to beat Charlie Company to win the recent Field Station Kunia intramural championship.

The best-of-five series started with a composed Charlie Company team winning the first two games. Delta Company regrouped to win the next three games and win the championship.

One player credits "attitude and team play" for the victory.

"We came out to have fun and we came out to win," Larry Snyder of Delta Company said. "We play well together as a team, and we don't have anyone trying to hog the ball or take over. We also wanted to give our departing commander, Capt. Warshaw, as much excitement as he could handle."

"The final game was far and away the best game we played all year," Coach Mike Duckworth of Charlie Company said. "We came so close, but we just ran out of gas."

"Our opponents were a good team and they played a good game," Leonard Davis of Delta Company added, "we just played better that day."

Also, on the Delta Company team were Mike Christman, Sean Hamill, Peter Muth, Bryce Dakins, Audrey Slagle, Michale Jones, and Brian Reynolds.

On Charlie Company's team were Duckworth, Mike Merritt, Ron Woods, Rod Manley, Steve Schacht, Fred Jones, Reggie Cook, Rick Paige, Don Morris, Julie Sherwood, and Marsha Moody.



Anglin suffers defeat at tryouts

By Wanda Gowan

"After the camp, I didn't like softball like I used to," stated Sgt. Larry Anglin jokingly. He recently returned from the All-Army Softball Tryouts at Fort Huachuca, Ariz.

Though he didn't make the team, the tryouts provided Anglin with memories that he'll never forget. "It was an experience like basic training—I've never done anything so physically demanding," commented Anglin.

"We did so much running that I thought I was going out for the All-Army Track Team," he added

with a smile. "There was a chance that you could run 15-20 laps around the whole softball field."

There was constant pressure all the time, according to Anglin, and no one wanted to make mistakes or he'd have to run laps for each one. And they never disagreed with the umpire, (who was the coach). "Laps gave me a good attitude," expressed the 28-year-old softball fanatic. He stated that sometimes players had so many penalty laps built up against them that a buddy had to help by running some of them.

"And don't think about show-boating," he said, "That cost extra laps."

Anglin competed against 29 players chosen from applications submitted from all over the world. He readily admits that there were players much better than he. "There were guys who had what we call 'unregistered weapons' on their arms," he explained. "They could really throw that ball. Some had even played minor league ball, but the most important thing was having good team spirit—and lots of it!"

Although he was surrounded by very talented players, Anglin wasn't discouraged. "I feel that I am good enough to 'start' on any team," he said with sincerity. He knew his talents and capabilities, and used them to the fullest extent. Anglin attributed his not making the team to the stiff competition, the physical demands and the position that he played while at the camp. He was pitcher (because there wasn't one at the beginning), but his regular position is in the field, preferably centerfield.

Of course Anglin is not as young as he used to be and he feels that his body is just not capable of reacting as quickly as he wants it to. "You get disgusted with yourself because you see a guy coming in on you and you want to burn him—but you can't," he explained.

The 5-foot-10-incher has played AAA and AA softball, has many trophies and Most Valuable Player awards and has always been a lead-off batter. "In fact," Anglin expressed, "I've always played on winning teams."

Anglin continued, "a typical day at camp started at 6 a.m. with a two mile run. After breakfast, the players had extensive practice (to include laps), then lunch, a rest period, another practice, dinner, a rest period and topped the day off with two evening games, everyday except weekends."

His advice to future players is to be disciplined and be in top physical condition. "This year they were building the team on home-run hitters—but last year it was based on basic good hitters—it depends on the year," he said. "You just have to do your best."

Anglin doesn't regret going to the tryouts because he felt it was a good experience and he met a lot of good players. "Whether you make the team or not, you're proud to have been there and a part of the elite," he exclaimed.

U.S. Postal Service STATEMENT OF OWNERSHIP, MANAGEMENT AND CIRCULATION <i>Required by 39 U.S.C. 3685</i>		
1A. TITLE OF PUBLICATION INSCOM Journal	1B. PUBLICATION NO. 027089906	2. DATE OF FILING 1 October 1986
3. FREQUENCY OF ISSUE monthly except January and August (combination issues for January/February and July/August)	3A. NO. OF ISSUES PUBLISHED ANNUALLY 60,000	3B. ANNUAL SUBSCRIPTION PRICE none
4. COMPLETE MAILING ADDRESS OF KNOWN OFFICE OF PUBLICATION (Street, City, Country, State and ZIP+4 Code; Not printers) USAINSCOM, ATTN: IAPA, Arlington Hall Station, Arlington, VA 22212-5000		
5. COMPLETE MAILING ADDRESS OF THE HEADQUARTERS OF GENERAL BUSINESS OFFICES OF THE PUBLISHER (Not printers) same		
6. FULL NAMES AND COMPLETE MAILING ADDRESS OF PUBLISHER, EDITOR, AND MANAGING EDITOR (This item MUST NOT be blank)		
PUBLISHER (Name and Complete Mailing Address) USA Intelligence and Security Command, ATTN: IAPA, Arlington Hall Station, Arlington, VA 22212-5000		
EDITOR (Name and Complete Mailing Address) Phoebe Russo, USA Intelligence and Security Command, ATTN: IAPA, Arlington Hall Station, Arlington, VA 22212-5000		
MANAGING EDITOR (Name and Complete Mailing Address) same		
7. OWNER (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual must be given. If the publication is published by a nonprofit organization, its name and address must be stated.) (Item must be completed.)		
FULL NAME		
COMPLETE MAILING ADDRESS		
8. KNOWN BONDHOLDERS, MORTGAGEES, AND OTHER SECURITY HOLDERS OWNING OR HOLDING 1 PERCENT OR MORE OF TOTAL AMOUNT OF BONDS, MORTGAGES OR OTHER SECURITIES (If there are none, so state)		
FULL NAME		
COMPLETE MAILING ADDRESS		
9. FOR COMPLETION BY NONPROFIT ORGANIZATIONS AUTHORIZED TO MAIL AT SPECIAL RATES (Section 422.12 DMM only) The purpose, function, and nonprofit status of this organization and the exempt status for Federal income tax purposes (Check one)		
<input checked="" type="checkbox"/> (1) HAS NOT CHANGED DURING PRECEDING 12 MONTHS <input type="checkbox"/> (2) HAS CHANGED DURING PRECEDING 12 MONTHS (If changed, publisher must submit explanation of change with this statement.)		
10. EXTENT AND NATURE OF CIRCULATION (See instructions on reverse side)	AVERAGE NO. COPIES EACH ISSUE DURING PRECEDING 12 MONTHS	ACTUAL NO. COPIES OF SINGLE ISSUE PUBLISHED NEAREST TO FILING DATE
A. TOTAL NO. COPIES (Net Press Run)	6,000	6,000
B. PAID AND/OR REQUESTED CIRCULATION 1. Sales through dealers and carriers, street vendors and counter sales	none	none
2. Mail Subscription (Paid and/or requested)	none	none
C. TOTAL PAID AND/OR REQUESTED CIRCULATION (Sum of 10B1 and 10B2)	none	none
D. FREE DISTRIBUTION BY MAIL, CARRIER OR OTHER MEANS SAMPLES, COMPLIMENTARY, AND OTHER FREE COPIES	5,813	5,813
E. TOTAL DISTRIBUTION (Sum of C and D)	5,813	5,813
F. COPIES NOT DISTRIBUTED 1. Office use, left over, unsolicited, spoiled after printing	187	187
2. Return from News Agents	0	0
G. TOTAL (Sum of E, F1 and 2—should equal net press run shown in A)	6,000	6,000
11. I certify that the statements made by me above are correct and complete		
SIGNATURE AND TITLE OF EDITOR, PUBLISHER, BUSINESS MANAGER, OR OWNER RICHARD P. HOLK, LTC, Chief of Public Affairs		

PS Form 3528, Dec. 1985 (See instruction on reverse)

Publication of this form is required by the U.S. Postal Service.



Commander
USAINSCOM, AHS
ATTN: IAPA
Arlington, VA 22212-5000

OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

Second Class Mailing
Postage and Fees Paid
US Army Intelligence and
Security Command
(ISSN 0270-8906)

FLARE